

JOB PRODUCTIVITY OF VETERINARY SURGEONS IN HARYANA

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ABSTRACT

Veterinary surgeons (VSs) form the backbone of the Animal Husbandry department and have primarily been entrusted with the responsibility of activities which lie at the interface of farmers and the department. The present study was conducted to assess the job productivity both qualitatively and quantitatively of these professionals in four districts chosen from all the four administrative divisions of the state. The data was collected from appropriately selected sub-divisional officers, VSs and farmers. The job productivity of the VSs was on higher side if the measures of target achievement are taken into consideration. However, the perception of the officers of the department and the clients (farmers) was varying. It was observed that VSs were scoring high on targets like performance recording of Murrah buffaloes, entrepreneurship trainings for dairy farmers, establishment of dairy units, holding infertility management camps etc. indicating perhaps the value of these targets in the department. It is concluded that a top-down approach be followed in the department. It is suggested that a realistic target setting should be aimed for in future which will go a long way in improving working efficiencies of the professionals and creating quality support services for the farmers.

Key words: Job productivity, veterinary surgeon, farmers rating

Animal husbandry sector plays an important role in providing a source of protein rich food to the public and supplementary income to economically weaker sections of the society. Comprehensive support services are provided to various livestock farmers by the Department of Animal Husbandry and Dairying, Haryana. There are more than 2700 veterinary institutions in the state which are providing preventive, clinical and advisory services to the farmers. Veterinary surgeons (VSs) have primarily been entrusted with the responsibility of activities such as disease investigation, vaccination, deworming, artificial insemination, infertility treatment, pregnancy diagnosis, gynecological treatment, surgical treatment etc. Availability of quality animal support services is largely dependent upon the motivation and job performance of such VSs. It is, therefore desirable that factors affecting their job be analyzed. The present study was conducted to determine the job productivity of VSs in Haryana state.

MATERIALS AND METHODS

The study was conducted in Haryana state in the year 2008-09. One district from each division (i.e. Hisar, Rohtak, Ambala and Gurgaon) was selected randomly. About 159 VSs were working in the selected districts during the study period. Of these, 32 from Fatehabad, 25 from Sonapat, 22 from Kurukshetra, and 21 VSs from

Mahendergarh district were selected using probability proportionate to size (PPS) technique. The Sub-Divisional Officers (SDOs), Animal Husbandry were taken using census method while 10 farmers from the village where VS was posted were selected randomly. Finally, 100 VSs, all SDOs of the selected districts and 1000 farmers constituted the sample size for this study.

Measurement of Job Productivity: The job productivity of VSs was measured both quantitatively and qualitatively. so as to arrive at overall job productivity.

Quantitative Job Productivity: Its indicators were prepared keeping in view the job-chart which was measured by taking into account the targets achieved as against specified targets in one year. Item-wise job productivity of VSs was also measured to rank order the activities from most attended to least attended on the basis of targets achieved.

Qualitative Job Productivity: There are, generally three methods for assessing any employee's qualitative job productivity i.e. superior rating, peer rating and subordinate rating. It was measured by taking information from their immediate officers i.e. SDOs (superior rating method) and farmers of the village (clients rating method) where the VS was posted. The responses were obtained on a five point continuum (i.e. outstanding, very good, good, average and below average performance) and scores of

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5, 4, 3, 2 and 1 were assigned, respectively. Qualitative job productivity of VSs in terms of percentage was calculated by taking an average value of sum of qualitative scores obtained from SDO and farmers of concerned villages and dividing these scores by total obtainable scores.

Overall Job Productivity: Overall job productivity was calculated by taking an average value of sum of quantitative and qualitative job productivity.

The data were collected with the help of well-structured interview schedule developed for the purpose.

RESULTS AND DISCUSSION

Quantitative Job Productivity: Although surprising but most of the VSs had job productivity score range from 94.24 to 112.86 % (Table 1). Apparently, it can be seen that the quantitative job productivity was on the higher side indicating that they preferred to achieve targets set forth by the department. It is quite possible that the department attaches a lot of importance to the physical target achievement. It is suggested that further exploration of the trend and a realistic analysis as to how the targets get converted into services and support to farmers and their animals be undertaken. This will help in better understanding of the job performance of the VSs.

Qualitative Job Productivity: The SDOs perceived that almost three fourth of the VSs had medium level of productivity. This is in contrast to the fact that most of the

VSs achieved their specified targets as indicated earlier. There seems to some sort of discrepancy in setting targets and the perception of SDOs. It is suggested that a more realistic target system be evolved. Opinions of SDOs should be considered in setting the targets. Similarly, qualitative job productivity of VSs perceived by the farmers was of medium level. This again is an indicator that there is a scope for improvement in target setting. The total qualitative job productivity as perceived by one SDO and ten farmers was added together to get a total qualitative job productivity of a VS. It was found that most of the VS had 64.24 to 79.74% qualitative job productivity.

Item-wise Analysis of Job Productivity

Quantitative Job Productivity: It was done to differentiate and rank order the activities most seriously attended by the VSs. Round the year performance on certain activities was compared with the targets given by the Department to them. Data in Table 2 depicts the achievements in terms of job productivity of VSs from April, 2007 to March, 2008 as against their targets in actual form (in numeral form). The quantitative job productivity of VSs so achieved was converted into percent scores. It is evident from Table 2 that quantitative job productivity of VS ranged from 75.00 to 162.00%. It can be seen that the quantitative job productivity of VSs was found more than 100 percent in areas like. Performance recording of Murrah buffaloes; entrepreneurship trainings for dairy

Table 1
Categorization of veterinary surgeons based on their job productivity

Job productivity type	Mean±S.D.	Score Range (Per cent job productivity)	Categories	Veterinary Surgeons *n=100 (%)	
Quantitative job productivity	103.55±9.31	<94.24	Low	08 (08.00)	
		94.24-112.86	Medium	76 (76.00)	
		>112.86	High	16 (16.00)	
Qualitative job productivity	71.24±11.34	<59.91	Low	17 (17.00)	
		59.91-82.57	Medium	73 (73.00)	
		>82.57	High	10 (10.00)	
	Client rating	71.73±7.20	<64.53	Low	16 (16.00)
			64.53-78.93	Medium	69 (69.00)
			>78.93	High	15 (15.00)
	Overall qualitative	71.49±8.26	<63.24	Low	19 (19.00)
			63.24-79.74	Medium	66 (66.00)
			>79.74	High	15 (15.00)
Overall job productivity	87.52±6.53	<80.99	Low	14 (14.00)	
		80.99-94.05	Medium	71 (71.00)	
		>94.05	High	15 (15.00)	

Table 2
Achievement level (Quantitative job productivity) of veterinary surgeons in percentages against their targets

Activities	Achievement level in percentages					Ranking
	Mahendergarh	Kurukshetra	Sonipat	Fatehabad	Average	
Performance recording of Murrah buffaloes (no. of times)	122.22	162.50	109.52	143.75	140.54	I
Entrepreneurship trainings for dairy farmers (number)	103.85	120.00	100.00	119.44	110.92	II
Establishment of dairy units (number of dairy units)	109.09	107.02	111.54	109.52	109.50	III
Holding infertility management camps (number of camps)	111.94	110.53	104.21	105.83	107.62	IV
De-worming camps organized (numbers)	106.67	104.03	102.22	107.32	105.11	V
Women awareness camps organized (number)	125.00	100.00	100.00	100.00	104.76	VI
Total number of OPD done (numbers only)	107.13	105.16	99.29	104.11	103.60	VII
H.S. mass vaccination done (number vaccinated)	103.93	100.34	100.56	105.42	102.52	VIII
Training attended by you (number of times)	100.00	100.00	100.00	108.33	102.50	IX
FMD mass vaccination (number of animals)	102.04	98.97	99.38	106.11	101.72	X
PPR vaccination (number of sheep vaccinated)	120.00	104.87	95.17	88.42	101.68	XI
Enterotoxaemia vaccines in sheep (number of animals)	101.66	101.69	101.00	101.02	101.32	XII
Participation in A.H. Workshop (number of times)	100.00	100.00	100.00	100.00	100.00	XIII
Performance recording of Murrah buffaloes (number of buffaloes recorded)	100.00	100.00	100.00	100.00	100.00	XIV
Establishment of poultry units (number of units)	00.00	100.00	100.00	100.00	100.00	XV
Poultry vaccination (no. of birds vaccinated)	100.00	100.00	100.00	100.00	100.00	XVI
Establishment of piggery units (numbers)	100.00	100.00	100.00	100.00	100.00	XVII
Bulls supplied to gram-panchayat (number of bulls)	100.00	109.09	90.91	100.00	100.00	XVIII
Sheep pox vaccination (number of animals)	105.95	100.91	91.80	93.25	99.04	XIX
Small savings done (Rupees in Lacs)	97.76	101.75	92.10	97.92	97.30	XX
Swine fever vaccination done (number of vaccinated)	98.33	97.64	95.85	98.18	97.28	XXI
No. of artificial inseminations done in cows and buffaloes (numbers)	100.04	98.26	94.86	96.64	96.98	XXII
Animal health care camps (numbers)	101.94	95.74	95.37	95.00	96.62	XXIII
Purchase of buffalo male calves (number of calves)	100.00	88.89	80.95	75.00	82.43	XXIV

farmers; establishment of dairy units; Holding infertility management camps; De-worming camps organized; Women awareness camps organized; Total number of OPDs done; H.S. mass vaccination done; Training attended at Haryana Veterinary Training Institute, Hisar; FMD mass vaccination; PPR vaccination in sheep; Enterotoxaemia vaccination in sheep. It appears that there is a lot of importance attached to these factors/targets by the Department. A comprehensive review of the why and how these targets are set forth should be undertaken by the department. An attempt to evaluate the realistic worth of these activities in terms of support to the farmers and their animals will go a long way is finding out better ideas for the future.

Qualitative Job Productivity

Assessment by Sub-Divisional Officers : Data from Table 3 reveal the SDOs rated factors like honesty/integrity, punctuality, interest in treatment of animals-indoor, interpersonal relations with farmers, interpersonal relations with seniors, professional skills, quick disposal of work on

the higher side. However, poor rating was seen in case of factors like interest in collection of samples for laboratory diagnosis, interest in treatment of animals outdoor and training ability.

Client Rating : Livestock owners of concerned villages were also included in this study to assess the qualitative job productivity of VSs (Table 4). The farmers appreciated the professional skills, cooperation, punctuality, behavior etc. on a favourable side. Whereas, factors like treating animals by both, by prescription and partly supplying medicines and treating animals by prescription only were not appreciated by the farmers.

Overall Job Productivity: It was found that majority the VSs (71.00%) had overall job productivity score range between 80.99-94.05%. Further, 15%VSs had high productivity of more than 94.05 per cent, whereas, 14% had low job productivity i.e. less than 80.99%. The results are in line with the findings of Kumar and Dubey (1984), Talukdar (1984), Dakhore and Bhilegaonkar (1987), Singh and Sharma (1990), Singh and Laharia (1993), Hallakatti

Table 3
Qualitative job productivity of veterinary surgeons expressed by their immediate officers (SDOs)

Indicators of job productivity	Performance of veterinary surgeons					Scores obtained (out of 500)	Ranking
	Outstanding	Very good	Good	Average	Below average		
Honesty/integrity	29	57	11	3	0	412	I
Punctuality	26	56	14	3	1	403	II
Interest in treatment of animals- indoor	17	48	26	9	0	373	III
Interpersonal relations with farmers	16	49	26	9	0	372	IV
Interpersonal relations with seniors	12	56	21	11	0	369	V
Professional skills	10	58	21	11	0	367	VI
Quick disposal of work	9	57	22	12	0	363	VII
Quick decision making ability	6	63	16	15	0	360	VIII
Dedication towards duty	7	54	31	8	0	360	IX
Cooperation and team work	9	49	27	15	0	352	X
Subject matter knowledge	10	59	12	10	9	351	XI
Clear expression ability	2	54	32	12	0	346	XII
Self-motivation	16	40	20	12	12	336	XIII
Training ability	4	45	34	16	1	335	XIV
Interest in treatment of animals- outdoor	5	46	24	23	2	329	XV
Takes Interest in collection of samples for laboratory diagnosis	1	13	33	39	14	248	XVI
Average						355	

and Sundaraswamy (1996), Ravinder (2000), Maity *et al.* (2006), Triveni *et al.* (2006) and Sandika *et al.* (2007), where it was found that majority of respondents had medium level of job performance.

Hence, it is concluded that the job productivity of the VSs was on higher side if the measures of target achievement are taken into consideration. However, the perception of the officers of the Department and the clients

(farmers) varied. This perhaps seems to indicate that a top-down approach is being followed in the department. It is suggested that a realistic target setting should be aimed for in the future. This will go a long way in improving working efficiencies of the professionals and creating quality support services for the farmers.

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Table 4
Qualitative job productivity of veterinary surgeons expressed by the farmers

Qualitative indicators of job productivity	Performance of veterinary surgeons					Scores obtained (out of 5000)	Ranking
	Out-standing	Very good	Good	Average	Below average		
Professional skills	306	458	189	44	3	4020	I
Cooperation/ability to listen farmers problems	304	383	267	42	4	3941	II
Attending farmers promptly	265	458	220	52	5	3926	III
Availability	259	453	220	50	18	3885	IV
Regularity	172	590	171	49	18	3849	V
General behavior	241	441	235	76	7	3833	VI
Punctuality	173	598	123	84	22	3816	VII
Takes interest in treating animals by himself	186	463	258	79	14	3728	VIII
Apprise the farmers about recent developments/	32	226	381	289	72	2857	IX
Treating animals by both, prescription and partly supplying medicines	39	218	355	300	88	2820	X
Treating animals by prescription only	45	178	374	317	86	2779	XI
Average						3587	

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